

Creating Successful Mentoring Relationships that Accelerate Learning

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Outcomes

- Understand role and responsibility of mentor/mentee
- Learn how to set up the mentor relationship for success
- Discuss tools for framing the relationship:
 - Negotiated agreements and development plans
- Share success stories and pitfalls as a mentor/mentee
- Discuss the ROI of mentoring to the business
- Share opportunities for program pilots in your organizations

Quotes from Mentees....”

- “Mentoring got me out of my comfort zone and into the learning zone which probably accelerated my learning by 6 months”.
- “My mentor coached me on how to influence the important players when I did not have any authority”.
- “My mentor made introductions and helped me build professional connections to other parts of the business”.
- “My mentor helped me publish a paper”.

Mentoring is:

- A teaching/learning process focused upon skills development
- A professional relationship to which a Mentor agrees to share their knowledge, skill and perspective with an interested Mentee
- A formal written agreement between a Mentee and a Mentor to work together on a specific area of professional development

A short story about mentoring

Mentoring Experience

Take 2 minutes to answer these questions for yourself:

- Have you had a Mentor/Coach in your past?
- What did this individual do that you found particularly helpful?
- How did you find the mentor and start the relationship?

Characteristics of a good mentor:

- Shared the unwritten rules
- Shared their professional network
- Shared their knowledge to develop others
- Were good listeners and able to coach others
- Kept commitments
- Asked the right probing questions vs. giving answers
- Shared both success and failures of own experience
- Gave both performance improvement and reward/recognition feedback

Role and Responsibility of Mentor/Mentee

Mentee

- Define and drive the development goal/s
- Keep all commitments in rules of engagement
- Confidentiality
- Be a motivated learner
- Get out of comfort zone into learning zone.

Mentor

- Be available for the mentee based on agreements
- Confidentiality
- Nudge the mentee to drive the learning
- Give fact based feedback
- Coach vs. give solutions

Questions for Mentees

- What do I want to learn?
 - Skills, competencies, resources, gain experience
- How can I define my needs and set up a development plan that is achievable?
- How can I facilitate finding the person to be my mentor ?
- How can I make the most of this relationship?
- What is a reasonable time frame for the relationship?

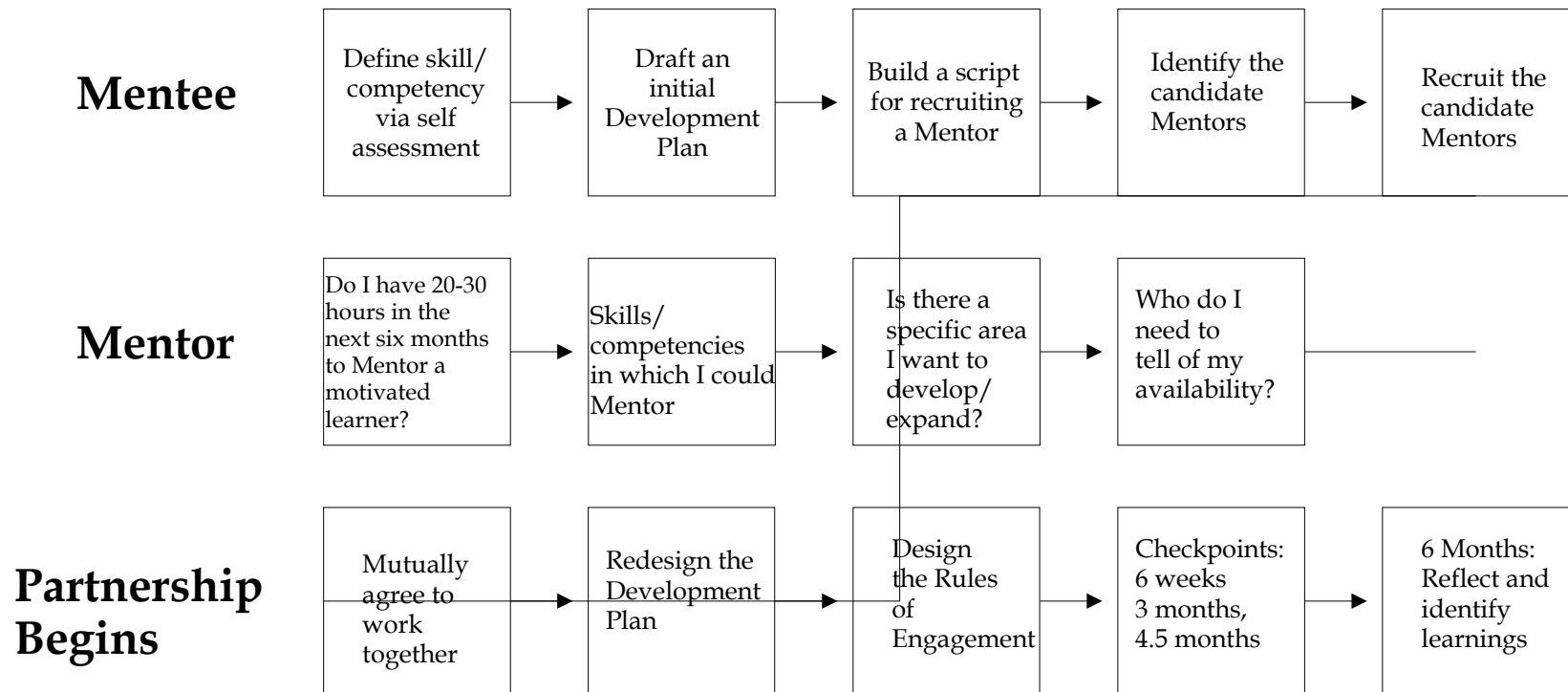
Questions for Mentor?

- What do I have to offer someone else in the way of special skills, knowledge, competencies, or experience?
- What time do I have to dedicate to a mentee relationship?
- What skills do I need to brush up on to be a good mentor?
 - Coaching, keeping agreements, active listening

8 Steps for Success

1. Define learning goals ahead of time (mentee)
2. Design rough draft of development plan (mentee)
3. Identify potential mentors based on subject matter expertise, skills, competencies, experience (mentee)
4. Ask candidate Mentor to work with them (mentee)
5. Optional training session with both attending to formalize plan and make agreements
6. Negotiate the agreements: rules of engagement. (mentee)
7. Redesign formal development plan (both)
8. Start the relationship and keep all agreements (both)

Next Steps: Mentoring Process



Example of Learning Goal and Match with Mentor's skills

- Goal of Mentee:
 - Building my conflict management skills
- Skills match the mentor:
 - Mentor has had difficult cross functional teams with controversial charters. Has demonstrated team building success and project outcomes.
- What is an example of a goal you would like to achieve with a mentors help?

Building A Development Plan

- Identify need/skills
- Define success, how will others know?
- Identify learning resources
- Identify stretch assignment
- Describe how my Mentor can support me
- Other feedback sources

Rules of Engagement

- Goals
- Length of relationship
- When/where meetings will occur
- Frequency of meetings
- Confidentiality
- No Fault Clause
- Feedback
 - Performance Improvement
 - Recognition

ROI of Mentoring

- Can you assign a value to your organization if you reached your goal?
- Is the mentoring goal personal or organizational?
- What steps can you take to measure the value of mentoring?
- How would you track the value of mentoring in your organization?

Pitfalls

- Plan is too ambitious
- Success not well defined
- Mentor/Mentee moves to another position
- Workload increases
- Mentee stops driving learning
- Personal issue arises

What's in it for the mentor?

- “It’s hard to mentor someone without learning more about yourself and the whole human side of development.”
- Satisfaction in guiding someone’s success
 - “It’s sort of like teaching but it’s not. It’s more like being a guidance counselor”
 - “Mentoring made me feel that the successes and mistakes I’ve made could be beneficial to someone else.”

Mentoring question/activity

- In groups of 2 discuss these questions?
 - What did you learn about mentoring that would make it a viable learning solution for you?
 - Would you initiate finding a potential mentor on your own, or try to set up a program on an organizational level?
 - If your company has a mentor program, is it successful or does it need more structure, training, or support?

“Give a man a fish and he will eat for a day. Teach him to fish and he will eat for a lifetime.”

Chinese proverb

“Learning alone can be slow”

Unknown wise person

Program Pilots in your Organization

- Are you ready to initiate a mentor program to accelerate learning in your organization?
- How can you get a program off the ground?
- Offer: put 4 pairs together and coach them on a process to get started.

Resources:

- <http://www.mentornet.net/the> e-mentoring network for women in engineering and science
- <http://www.mentor.ca/mentor.html> a mentor directory with almost everything you would want to learn about the broad subject of mentoring.
- <http://www.mentors.ca/topmenbks.html> top mentor publications with synopsis and reviews